Module 7 Training and Appraisal

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.Induction and training

Immediately prior to the employee starting the job, a period of familiarization and induction should take place.
Management should have in place an induction policy and procedures that are to be followed. Management may appoint a mentor and the mentor will be responsible for the orientation process.

Training and development follows induction. This training and development will involve basic and induction training followed by advanced skill training and cross and multi-skill training.
In addition, personal development training may take place designed to enhance personal performance.
The type of training undertaken may be self-paced learning or competency based training with or without recognition of previous competency (competency based training requires that the employee reaches a prescribed standard before they are permitted to advance to the nest stage in the training).

This training may be in-house or outsourced, and it may be on-the-job or off-the-job training. This training will enable the individual employee to enhance their performance (and in turn that of the organization) and to improve their job promotion prospects.
The training will also, hopefully, improve employee motivation and job satisfaction and decrease costs of production by reducing the level of waste, reducing the number of lost time incidents and the level of absenteeism.

The aim of any training programme should be to minimise any performance gap and to lift the performance of the organization to the next level in an attempt to reach the benchmark.
 In addition, the programme should be designed to enable individual employees to achieve career path goals. An evaluation of the outcomes of the training programme should be made to ensure that the goals and objectives of the organization are being achieved.
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Socialization,
Information sessions,
A tour,
Skill training,
A job description,
Occupational Health and Safety details,
Performance appraisal details,
Review procedures

<u>Performance Assessment Method</u>

The level of employee performance is the key to business success. Managers should therefore establish a system whereby the performance of each employee is evaluated on a regular basis. Such an assessment will help the organization to achieve its objectives and help it to run both efficiently and effectively.
There are many methods that may be used to assess the performance levels -of employees. These methods include: Management by objectives
- Performance appraisal systems

<u>- Management by Objectives</u>

* Management by Objectives is another method of employee performance appraisal. This method relies on the creation of a set of objectives that an employee hopes to achieve within a specified time-period.
* A timeline is established and an assessment of the employee's performances is based on the extent to which the employee achieves these objectives within the specified time period. New goals are established when the original goals have been attained.

<u>- Performance Appraisal Systems</u>

* Performance appraisal methods include the process of establishing the performance levels of the employees, developing the criteria to be used to evaluate the performance of the employee and actually carrying out the appraisal and providing feedback to the employee.
There are many steps to a successful appraisal process. These include:
* the preparation of a written self-appraisal
* an evaluation of the employee's work performance
* A discussion between appraiser and appraise
* A written statement of the intended outcomes of the process - (e.g. personal objectives, benchmark to be achieved, and assessment process to be followed)
* A signing of the agreement A future evaluation of the outcomes of the agreed document

Recognition and Reward

The performance appraisal process may be carried out by an outsourced organization, superiors or peers of the employee being appraised, or the appraise themselves.
Having completed the performance appraisal process employers must find a way to appropriately recognize, reward and remunerate their employees so that the employees continue their employment with the organization and so that their performance is at the benchmark.

- Recognition and Reward

Recognition, reward and remuneration are the desired outcomes of the employment process for any employee.
Recognition and rewards may take many forms as provided by an employer. They include:
* wages and salary - award and over-award payments.
* fringe benefits - expense accounts, low cost loans, mortgage repayments.
* non-monetary rewards e.g. office location, canteen facilities, motor vehicles, medical benefits.
* commissions and performance based remuneration - stock issues, bonuses social based benefits.

- Performance appraisal objectives

* Performance appraisal objectives include the following:
* Establishing objectives for the employee for the next period.
* Feedback about current performance levels.
* Promotion Wages and salary assessment.
* Recording performance levels to warn an employee of poor performance.
* Establishing a record to dismiss an employee.
* Discipline of an employee.
* Future training requirements.
* Motivation.

Training an Employees

For years, employee training was viewed as a necessary evil something unpleasant but needed. However, with time it was realized that training could be used to the advantage of the company. When used effectively, training provides the employee with skill and knowledge with relation to the job tasks, which then creates a competitive advantage for the company.
Training is generally defined as the act of teaching a skill or behavior. However, what does this mean in business terms? Simply put, training in business is the investment of resources in the employees of a company so that they are better equipped to perform the tasks of their job. The type of resources invested may include time to learn, money to create programs and develop training materials, training effectiveness evaluation systems, etc.

The need for training varies depending on the type of organization that is being discussed; a manufacturing company has different training needs than an insurance firm.

How does one decide on a training system? The answer to this question stems from the example above - it depends on the type of organization that is being discussed, as well as what the company wishes to address in the training.

The process begins with **a training needs assessment.** This assessment ought to be a systematic and objective analysis of the training needs in three main areas - organizational, job, and person.

Organizational needs deal mostly with the skills the company is looking for, the labor force, etc. whereas the **job needs** focus on the skills that the company views as necessary for a specific position. Then there are the **person needs,** and these are the most variable needs. Often these needs arise after a gap is seen in the expected performance compared to the actual performance of the employee.

Benefits of Training

Training can be a source of a competitive advantage for a company. The primary benefit to the company is the result of an accumulation of smaller benefits. Also, the well-trained employee creates an advantage for him or herself.

-Skills and knowledge

Training provides greater skill and knowledge to the employees, which translate into any number of improved job performances. The belief is that providing employees with training will result in increased profits - the improved performance or error reduction of the employees results in cost reduction for the company.

- Trained employees

The company is not the only beneficiary of employee training, the employee benefits quite a bit as well. By attending training sessions, employees can deepen their existing skill set, increase their overall skill set and increase their understanding of the organization.

Additionally, the trained employee becomes more marketable in the event that he or she searches for another job - more and better skills will often lead to better or higher paying jobs.

- Other benefits

that the company and employee enjoy as a result of utilizing a company's training systems include the following:

- increased job satisfaction and morale among employees
- increased employee motivation
- increased efficiencies in processes, resulting in financial gain
- increased capacity to adopt new technologies and methods
- increased innovation in strategies and products
- reduced employee turnover enhanced company image, e.g. conducting ethics training (note that this is not a good reason for ethics training!)
- risk management, e.g. training about sexual harassment, diversity training

Training System

Two of the largest issues that a company faces with developing these training systems are:
(1) what type of training to use, and
(2) how to evaluate the effectiveness of the training.
 It is important that these training systems and evaluation procedures remain in-line with the culture and policies of the rest of the company. Below is a partial list of common training systems.

Lecture
Similar to a school classroom, the session is led by a "trainer/teacher" who covers a specific topic such as how to use a new computer program.

Audio-Visual Media & Computer-based training
With the advancement of technology, companies can invest in video, audio and computer based learning such as instructional tapes, recorded lectures or "podcasts", or computer materials such as Flash presentations. The benefit of these methods is that they are relatively inexpensive and can be utilized by the employee at their discretion.

On-the-training
A training method that relies on the employee to recognize the skills and knowledge he or she will need as they perform their work, and then develop those skills on his or her own.

Technical Training
Specialized training that focuses on a specific need of specific employees. This typically applies to manufacturing based companies in relation to training their employees on the machinery and methods used.

Mentoring & Coaching
Mentoring systems pair a younger or less experienced employee with an individual that has experience and success within the company who can offer guidance, aid and insight to the younger/less experienced employees. Coaching systems are slightly different. They involve the manager offering developmental assistance to the employee through observation, assessment, providing feedback, questioning, etc.

Outdoor Programs
The use of physical and mental activities such as ropes courses or problem-solving tasks that encourage the use of team work.

Appraisal Methods

Numerous methods exist for gauging an employee's performance, and each provides strengths and weaknesses for given environments. The following outlines some of the more commonly used methods, as well as some recently developed ones that can be useful for various feedback situations:

Graphic rating scales
Behavioral method
2+2 method

- Graphic rating scales

method This method involves assigning some form of rating system to pertinent traits. Ratings can be:
- numerical ranges (1-5),
- descriptive categories (below average, average, above average), or
- scales between desirable and undesirable traits (poor excellent).

This method can be simple to setup and easy to follow, but is often criticized for being too subjective, leaving the evaluator to define broad traits such "Leadership ability" or "Conformance with standards".

- Behavioral method

A broad category encompassing several methods with similar attributes. These methods identify to what extent an employee displays certain behaviors, such as asking a customer to identify the usefulness of a sales representative's recommendation.

While extremely useful for jobs where behavior is critical to success, identifying behaviors and standards for employees can often be very time consuming for an organization.

- 2+2 method

A relative newcomer in performance appraisal methodology, the 2+2 feedback system demonstrates how appraisals can be used primarily for improvement purposes.

By offering employees two compliments and two suggestions for improvement focused around high-priority areas, creators Douglas and Dwight Allen suggest that organizations can become "more pleasant, more dynamic, and more productive".

Giving and receiving feedback

In a broad sense, feedback is simply verbal or nonverbal communication between two or more parties. So, why are so many of us afraid of the word feedback?

People often think of feedback as being synonymous with criticism because feedback is given, in most circumstances, when expectations have not been met. As humans, we all have the desire to fit in with our society's social norms and please those within our community by meeting expectations. Feedback is an essential part of our personal life and our work environment, making, giving and receiving feedback successfully critical.

As shown in diagram below, we are constantly surrounded by feedback as we see the consequences of our actions and how our actions affect the impressions of those around us.
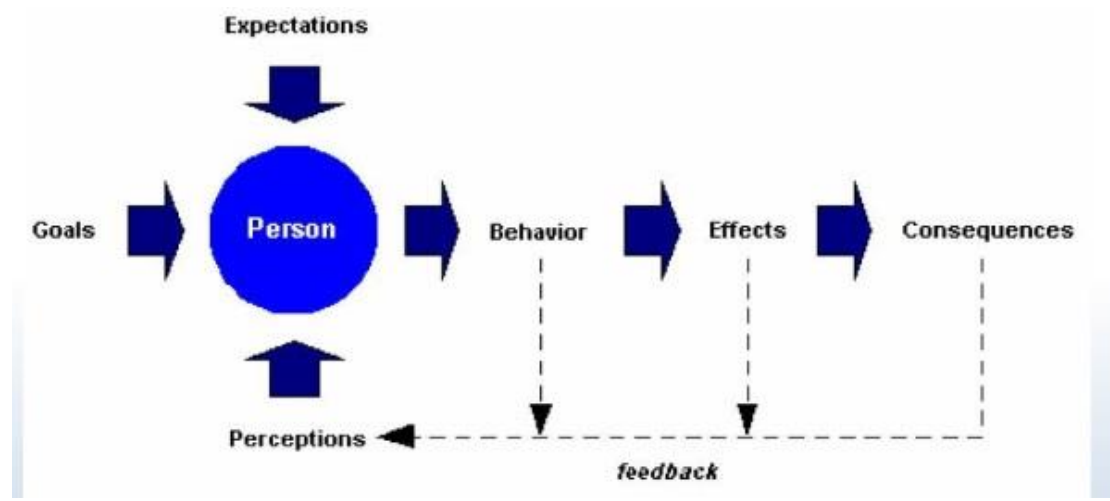
Many are not aware that giving successful feedback is affected by more than just the words used to communicate. Words used to tell ideas are only 7 per cent of your communication, your tone of voice comes out to 38 per cent and your gestures are equivalent to 55 per cent of your total communication.
As a result, the effectiveness of communication is related to how well one mirrors the culture and behaviors of the person to which one is talking. Matching a person's voice tone, tempo, body posture, movements, and gestures creates a feedback environment where the ideas being communicated are easily understood.

In addition to mirroring the person you are communicating with, there are nine easy steps that can be followed when giving feedback.
1. Be clear about what you have to say.
2. Emphasize the person's ability to change in a positive way.
3. Avoid general comments and clarify pronouns such as "it" and "that" so the

person understands exactly what you are attempting to communicate.

4. Make sure to pick the right time.

5. Focus on the behavior that can be changed rather than the person or your opinions.

6. Be descriptive rather than evaluative.

7. Own the feedback by using "I statements" that clarify your feelings related to the person you are giving feedback to.

8. Avoid generalization words such as "all", "never", "always" etc.; rather, use more specific examples of the behavior you are trying to change or encourage in the future.

9. To ensure mutual understanding after giving feedback, ask the person you are communicating with to restate their understanding of the issue being discussed.

Receiving Feedback

In order to effectively receive feedback, a person has to be ready to understand that they may hear critiques that they do not want to hear. If an individual is not ready to constructively receive feedback, then the feedback he does receive will not be effective.

Just because one person views another individual in a particular way does not mean that the rest of world views that person in the same way, but it is a good way for an individual to find out what others think of him/her that is not known.

- Receiving feedback
An individual is ready to receive feedback when:

- he/she wants to know him as others see him and he is clear that this is their perception, not necessarily what is true about you inside.
- trusts his co-workers to care enough about his development to risk hearing their opinion.
- has a place outside work where you can talk it through. has opportunities for additional feedback so he gets validation of the changes he has made.

- Tips for receiving feedback
There are several tips that an individual can use when receiving feedback. These include:

- Try to show your appreciation to the person providing the feedback. They will feel encouraged and believe it or not, you do want to encourage feedback.

- Focusing on understanding the feedback by questioning and restating usually defuses any feelings you have of hostility or anger.
- If you really disagree, are angry or upset, and want to dissuade the other person of their opinion, wait until your emotions are under control to reopen the discussion.

Termination of employment

The final stage of the employment cycle is termination or separation.
An employee may leave an organization voluntarily or by some action or inaction on behalf of management be forced to leave the organization. It is important that management follows the legislative procedures when terminating an employee's employment or when the employee is leaving the organization voluntarily.

The HR Manager must offer counseling support and advice for employees and ensure that all legal requirements are satisfied. If the HR Manager does not follow the legislative guidelines, the organization may find itself faced with litigation for unfair dismissal.
It is important for the HR Manager to ensure that the termination of employment is in the best interests of the organization and the employee, as it will cost the organization considerable sum of money to recruit another suitable employee.
In addition, the HR Manager or a member of the HR staff should conduct an exit interview to establish the reasons why the employee is leaving the organization, if the termination of employment is voluntary.

The termination interview is an important aspect of the exit process.
The following are guidelines for the termination interview:
Termination Interview
• Plan the interview carefully.
• Make sure the employee keeps the appointment time.
• Never inform an employee over the phone.
• Allow 10 minutes as sufficient time for the interview.
• Use a neutral site, never your own office.
• Have employee agreements, the human resources file, and a release announcement (internal and external) prepared in advance.
• Be available at a time after the interview in case questions or problems arise.

Termination Interview
- Get to the point. As soon as the employee enters the meeting, give the person a moment to get comfortable and then inform him or her of your decision.
- Describe the situation. Briefly explain why the person is being fired. Remember to describe the situation rather than attack the employee personally.
- Listen. Continue the interview until the person appears to be talking freely

and reasonably calmly about the reasons for termination.

- Review all elements of the severance package. Describe severance payments, benefits, access to office support people, and the way references will be handled. However, under no conditions should any promises or benefits beyond those already in the support package be implied.

- Identify the next step. The terminated employee may be disoriented and unsure of what to do next. Explain where the employee should go next, upon leaving the interview.

Note: The previous pages were a brief summary of some of the issues surrounding the termination process and, due to space constraints, in no way take into account all of the factors that managers should consider while terminating an employment contract. Learners are encouraged to explore all the relevant material and literature in their own jurisdiction that will provide more insight into the termination process, as well as consulting with appropriate legal counsel.

Reasons for Termination of employment

- Retrenchment,
- Redundancy,
- Retirement,
- Resignation,
- Dismissal,
- Death or disability,